

OMC Bahrain Training Section Continuity Book

CONTENTS

<u>SUBJECT</u>	<u>PARAGRAPH</u>
POINT'S OF CONTACT	1
IG CHECKLIST	2
THE FILING SYSTEM AND HOW IT WORKS	3
THE FILES THEMSELVES	3-1
ACTIVE FILES IN DESK DRAWERS	3-2
COMPUTER FILES	4
COMPUTER DIRECTORIES AND FILES	4-1
WHAT'S KEPT MANUALLY AND WHAT'S KEPT ON DISK	4-2
HOW TO PREPARE A FAX	4-3
BACKING UP THE COMPUTER FILES	4-4
MEDICAL BILLS	5
TRAINING CASE MANAGEMENT	6
IMET AND FMS CASE FUNDING UPDATES	6-1
WHAT TO DO WHEN A NEW FMS CASE FOR TRAINING OR AN MTT/TAFT IS REQUIRED	6-2
WHAT TO DO WHEN A NEW FMS CASE OR AN AMENDMENT TO AN FMS CASE ARRIVES	6-3
MONTHLY USCENCOM J5-E REPORT AND OMC BRIEFING SLIDES	7
STUDENT ADMINISTRATION	8
STUDENT TRAINING LIST (STL)	8-1
ECL WAIVER	8-2
GENERATING AN ITO	8-3
HOW TO AMEND AN ITO	8-4
HOW TO SEND A DEPARTURE MESSAGE	8-5
HOW TO GIVE A DEPARTURE BRIEFING	8-6
ECL TESTING	9
HOW TO RUN THE ECL TEST	9-1
PROCEDURES FOR MAILING IN THE ECL TEST RESULTS	9-2
PROCEDURES FOR RECEIPT AND DESTRUCTION OF ECL MATERIALS	9-3
NAVAL POSTGRADUATE SCHOOL	10
ACADEMY NOMINATION PROCEDURES	11
RECURRING SUSPENSES	12

POSITIONS OF PROMINENCE	13
PROVOST MARSHALL AND FORCE PROTECION	14
SAFETY	15
TRAINING RANGE REQUESTS	16
DISTINGUISHED VISITORS	17
SELF INVITED-VISIT	18
EXERCISES	19
THE EXERCISE PROGRAM	19-1
EXERCISE SCHEDULE	19-2
INITIAL PLANNING CONFERENCES	19-3
PRE-DEPLOYMENT SITE SURVEY	19-4
FINAL PLANNING CONFERENCE	19-5
PLANNING CONFERENCE REQUIREMENTS	19-6
MISCELLANEOUS EXERCISE INFO	19-7

CHIEF, JOINT TRAINING SECTION CONTINUITY BOOK

1. POINTS OF CONTACT (POC): Your primary POC for most actions are listed below. Additional POC and phone/fax numbers are in the POCs Phone Numbers binder stored on Training Desk or on [Training Computer Desktop](#).

AFSAT: Charles Pace (Chuck, retired AF maintainer)
SATFA: Charles Pace (Chuck, was Armor Officer in SWA)
SATMO: Dave Hunter
NETSAFA: Mari Abbate
MCCDC (CSWS): Bruce Moody (was Marine Artillery)

BDF Training:

COL Yusef Abdullah Bahzad (BDF Director of Training)
LtCol Khalid Al-Thukair (Staff-1 Training Courses)
Mr. Abdulaziz A. Karim (Staff-2 BAAF Technical/Maintainer)
MAJ Rashid Abdulla Al Boainain (Staff-2 Navy)
MAJ Waheed Al Qassim (Advanced Schooling and Staff Colleges)

2. IG CHECKLISTS. All of the IG Inspection areas are found in CENTCOM Pamphlet 20-6 ([SAO Training Portion](#)). For each of the areas you are responsible for, I have extracted that portion and answered the items in bold print. What is shown on the IG Checklist areas should dovetail with the rest of this continuity book. A copy of all of these completed IG Checklists, can be found in file 22-E-1-5-A.

3. THE FILING SYSTEM AND HOW IT WORKS. The Admin NCO is responsible for the overall filing system and its location document. I keep a copy in the back of this binder. The Training Officer is responsible for the filing cabinet in the training office.

3-1. THE FILES THEMSELVES. Most of the files you will work with are in your office, in filing cabinet or desk. They are the 22E series files (Student Training).

3-2. ACTIVE FILES IN DESK DRAWERS. In addition to the numbered files above, I keep active student files in the desk drawers.

- ☐ The drawer's contain active student files, working and personal files.
- ☐ I rotate the in-active student files to the bottom draw of the filing cabinet (held for two years). Two year old (and older) student files are boxed, labeled, and stored in the warehouse for 10 years.
- ☐ Hard copies of BDF correspondence are annotated with the action taken and a date and held in a file box below the desk for quick reference. This container of this box needs to be filed appropriately or destroyed every six months.

4. COMPUTER FILES

4-1. COMPUTER DIRECTORIES AND FILES. The computer directory/files are setup to make the job as easy as possible. This section should provide some rationale for the way the files are setup.

Here are the directories and subdirectories, with important files noted as well:

- My Documents: Main working directory, software applications will default C:\My Documents

when you open or save a file or database. All of the files listed in plain text descriptions:

- Archive and Backups (faxes, cover letters, etc)
- Databases: TMS data
- Exercises and Projects
- Force Protection: Main working directory for your additional duty as AT/FP and Provost Marshall
- IG Inspection
- OMC Admin
- Ranges Requests
- Safety
- Training IMET FMS. This subdirectory contains blank formats for normal training actions.
- Visits and Office Calls

4-2. WHAT'S KEPT MANUALLY (PAPER) AND WHAT'S KEPT ELECTRONICALLY ON DISK.

Every action is typed into the computer in some format (e.g. Word document, Excel spreadsheet, TMS database, Outlook email, WinFAX, etc.). I save EVERY action using a plain text description and date in an appropriately named sub-directory. For example, an ITO for student using the BA-D-TAP case would be found in My documents\ Training IMET FMS \ ITO \ ITO BA-D-TAP WCN XXXX. Because disk space is much more economical and efficient than paper files I never delete anything. I recommend you sort sub-directories by most recent modification to find the most current files used. There are numerous sub-directories containing files of previous information and correspondence to the various. I prefer to open the latest modified file for a particular topic and save it with a new name and dates as required. Many of the actions in the office are repetitive in nature and this method provides the necessary format. The BDF HQ is still a paper-based organization. You will find almost all correspondence with U.S. agencies is received in digital format (database, word document, email). In order to pass actions or information to the BDF HQ the item will need to be converted to a fax format. Just the opposite is true for receiving information from the BDF HQ. Courier delivered of hard copy or faxes are the two formats they feel most comfortable with to pass information. The training office has been moderately successful in establishing a BDF HQ Training Directorate email address <mailto:training10@hotmail.com> and International Security Assistance Network (ISAN) account. The BDF are beginning to get comfortable with receiving email and TMS data via email and the ISAN, but BDF Officers don't generally do their own typing in English and seem hesitate to correspond freely as of yet.

4-3. HOW TO PREPARE A FAX: Almost all BDF routine training correspondence will be received via fax. I prefer to use the WinFAX program to receive faxes. When a fax is received the WinFAX program will broadcast to the OMC the event. If the fax belongs to training I tag and pull the event down into the training office computer. Once the fax is resident on the training computer you are able to forward, reply, email, print to Acrobat .pdf etc. The objective of this process is to eliminate the analog-paper-trail. This also makes it easier to most information from analog fax to digital email or other documents and back again to fax as required. It may seem confusing but it does save time and effort. WinFAX and Microsoft Word have numerous blank documents and fax coversheet formats. In addition, the I've digitized my signature to eliminate having to print and sign almost anything from the training officer. The current OMC Chief has done the same but this may be personality driven in the future.

4-4. BACKING UP THE COMPUTER FILES. You will also notice a once-monthly recurring suspense programmed into the Outlook Calendar to back up the computer files. **Don't ignore it.** When it is time to backup the files copy My Documents to the X:\OMC\Shared Drive and then using the Admin computer workstation burn the all files to the Training Backup R/W CDROM. Copying everything is not necessary but recommended. Annotate the Training Backup R/W CDROM with the most current date and store in the Continuity Binder. The systems will prompt you to only copy to the X:\OMC\Shared Drive files that have been created since the last system back up.

5. MEDICAL BILLS. Medical bills are handled by the Bahrain Defense Attaché in Washington, DC.

The attaché took over this responsibility as of 1 Jan 95. This is a mandatory note on all ITOs in paragraph 14 (remarks).

6. TRAINING CASE MANAGEMENT

6-1. WHERE CASE SUMMARIES ARE AND WHEN TO UPDATE THEM. I keep a summary of all blanket, open-end training cases and MTT/TAFT cases on a file for reference. This computer file is at C:\USR\CASESPEC\CASESUM.LTR. Note the format. Each time the BDF requests, signs accepting or cancels an FMS case, be sure to go into that file, make the changes, and resave it.

6-2. IMET AND FMS CASE FUNDING UPDATES. Monthly summery report for all FMS BDF cases is forwarded to the OMC Chief. I normally remove all the non-training cases and provide this Excel spreadsheet report to the BDF HQ Training Director. Additionally, I keep him informed of IMET FY allocations. This data can be printed from the Security Assistance Network (SAN) website.

6-3. WHAT TO DO WHEN A NEW FMS CASE FOR TRAINING OR AND MTT/TAFT IS REQUIRED. First review JSAT 13-3. For a Blanket Open-End training case, simply send a message to the MILDEP requesting a new training case, for X amount of money. For an LOA for an MTT or TAFT case, there are two lengthy call-up message formats in the training subdirectory under C:\USR\TRAINING\TAFTLOR.REQ which you should use to request the case. Make sure you save these long messages. Save them under CASESPEC (Case Specific) so that later on, after the case is signed by the BDF, you can retrieve a specific MTT or TAFT message and use it again for the actual team call-up message. There is a lot of detailed information on these formats. Make sure you answer all of the questions when requesting the case. If you don't understand why the BDF wants a team, then you won't get the right people over here to do the job. One important item--when requesting a case for an MTT/TAFT, always specify to the case author that the USOMC will arrange for quarters, to be paid for by the case. The Embassy Housing board/GSO is responsible for finding/leasing quarters for all military teams in country. When the case comes back check to ensure equitability among all cases. All cases **must have** the following wording in these four areas as indicated:

- ☐ *Quarters- Consistent with that of OMC personnel.*
- ☐ *Cars- 1 vehicle per SAT member for business and private use.*
- ☐ *POL- Purchaser is responsible for purchase of POL for business use; SAT team member responsible for purchase of fuel for private use.*
- ☐ *FEMLE- EML leave IAW regulations governing OMC personnel in country.*

It is important that all teams be afforded the same privileges and if you use this wording in all SAT cases it will ensure equality of entitlements between teams.

6-4. WHAT TO DO WHEN A NEW FMS CASE OR AN AMENDMENT TO AN FMS CASE ARRIVES. Go to C:\USR\Admin and use the format there to do a cover letter for the case to the appropriate BDF officer. For system sales MTT/TAFT cases, it's COL Al-Zayani. For Blanket Open-End cases it's COL Yusef Bahzad. Read through the case to make sure that everything is all right (Housing arranged for by the USOMC, paid for by case funds....). The case will tell you how many signed copies need to go where, so send that number of copies to the BDF and note that on the cover letter. When the BDF sends it back signed, establish a new case file for OMC, then mail copies to each of the required agencies shown in the case. To get the case implemented faster, also send a message to everyone saying that the case has been signed, and fax a copy of the signature page to DFAS/DE and the MILDEP.

7. MONTHLY USCENCOM J5-E REPORT AND OMC BRIEFING SLIDES

One of the recurring suspense items is the "monthly report." The Chief puts this together with input from each officer. Ensure your input is provided to the Deputy NLT the 2nd workday of each month. The working copy is located on the X:\OMC\Shared Drive files.

Also it is a good idea to review the OMC Briefing Slide at this time to ensure your input is current.

The working copy is located on the X:\OMC\Shared Drive files.

8. STUDENT ADMINISTRATION.

8-1. STUDENT TRAINING LIST (STL) The following steps will assist you in the STL download/scrub process:

1. Download the STL IAW the SAN Training User's Handbook.
2. Open TMS and print a 1st Report Date report (90 day window) Cancellation Report (90 Day window).
3. Print reports for Army, Navy and Air Force IMET, and then run reports for each blanket order training case.
4. Provide a copy of the Weekly STL Reconciliation Report, 1st Report Date and Cancellation report to the BDF on a weekly basis. Reconcile in person with Mr. Abdulaziz or LtCol Khalid to ensure last minute cancellation, postponements are acted upon in a timely fashion to avoid penalties and ensure training objectives are being met.

8-2. ECL WAIVER. Sometimes the BDF will ask you to obtain an ECL waiver for a student who is one or two points below the school requirement. One or two points are not out of the question. Just ask the MILDEP via Email.

8-3. GENERATING AN INVITATIONAL TRAINING ORDER (ITO).

1. Ensure you have all the pertinent data before generating an ITO (Packet from BDF to include Bio data, medical certificate, security screening, human-right screening, passport, non-immigrant visa request and supplement, and family medical screening, medical and visa request (if appropriate). If the students as any intention of taking his family with him during training have him complete all necessary paper work prior to his departure to avoid complications. Many times the student will leave prior to the family members and they will follow at a later date once billeting and transportation have been arranged.
2. Open TMS and click on forms to generate ITO. Refer to SAN Training User's Handbook. As a last resort you can type the information on these. Make sure you fill in all of the pertinent data to include phone # for the IMSO. Default Ito's should cover most of the recurring data.
3. Make 7 copies of the ITO.
4. Email copies to the MILDEP, and 1 copy to each training location IMSO. Ensure you keep 2 copies for the students training file.
5. Research and print any appropriate information regarding the course, base(s) locations, and IMSO contact data
6. Deliver the five ITO copies, passport, and the course data to the BDF Training action officer.

8-4. HOW TO AMEND AN ITO. To cut an amendment, go to the blank format at C:\My documents\Training IMET FMS and fill in the blanks. Send the ITO to the same addresses as the original ITO.

8-5. HOW TO SEND A DEPARTURE MESSAGE. When it's time to send a departure message, the BDF will send you a fax with flight information. Take this info and email or fax it to the appropriate IMSO. (Note: IMSO info can be found on the SAN Web under Training Web Sites)

8-6. HOW TO GIVE A DEPARTURE BRIEFING. These briefings are informal and held either in person or over the phone. Generally, the BDF have sent dozens of student to the stay course before and the current student to attend contact previous graduates for information. The Training Officer conducts a departure brief to dispel rumors and ensure the student is comfortable.

9. ECL TESTING

9-1. HOW TO RUN THE ECL TEST. I usually run the ECL test about twice per month. The BDF training action officers will let you know when you need to schedule a test. I preferred 0830 in the morning. That way, I could test the customary two groups and be back in the office by 1200. The Sheikh Isa Air Base English Lab is the best facility but you can also use the Mina Salman Lab, Riffa Trng Center Lab, or the Embassy Conference Room. The BDF training action officers are very good about testing all prospective students before the 60 day cancellation point, so if anyone fails they will be able to cancel or postpone the training before the 60 day window and the required payment of the 50% cancellation fee. When you are ready to give the ECL test, make sure you read carefully the DLI regulation. I also prepared an ECL Folder that has ECL instructions, answer sheets and other pertinent information to assist in testing. All of the ECL Testing Material is stored in the training office safe.

Note: SEVERAL BDF STUDENTS HAVE TRIED TO CHEAT IN THE PAST.--WATCH FOR GUYS LOOKING ON EACH OTHER'S PAPERS, OR TAPPING WITH THEIR KNUCKLES. I DO NOT KICK SOMEONE OUT FOR A CHEATING VIOLATION. I DON'T EVEN ACKNOWLEDGE IT. I SIMPLY GIVE THEM A ZERO FOR THE TEST. WHEN THE BDF DIRECTOR OF TRAINING SEES A ZERO FOR THE TEST, HE KNOWS WHAT HAPPENED. DON'T MAKE A SCENE ABOUT THIS, OR YOU'LL GET THE WRONG REACTIONS....

9-2. PROCEDURES FOR MAILING IN THE ECL TEST RESULTS. DLI requires you to mail in all test answer sheets. Completed test answer sheets must be double wrapped and mailed to DLI certified mail at the end of the month.

9-3. PROCEDURES RECEIPT AND DESTRUCTION OF ECL MATERIALS. At the end of each year ensure the TCO/ATCO Delegation Letter is updated and mailed to DLIELC along with the testing material survey. DLIELC will determine the upcoming testing material shipment from this survey so it is important be accurate. Normally in November or December the new ECL testing material will arrive.¹ Inventory all of the old test material on hand. Then fill out an AF form 1565 (entry, receipt and destruction certificate) with all of the items you intend to destroy. Designate a witness (ATCO) and have them help you/witness the destruction of the test materials. You should shred all of the test booklets and keys, then break the tapes open with a hammer and cut up the tape.²

The final step is to mail a copy of the destruction form and a copy of the new inventory sheet to DLI. File copies of the inventory and destruction form in ECL Desktop Binder and file 22-E-6-9. In April conduct your semi-annual inventory and mail it to DLI.

10. NAVAL POSTGRADUATE SCHOOL. When the BDF asks that a student go to NPGS, you simply screen his paperwork and ensure that all of the required items are there. To find out what the required items are, go to [Naval Postgraduate School web site](#) or contact NETSAFA for requirements. If student passes all requirements, send all items to with a cover letter to NPGS and NETSAFA. MAJ Waheed (Graduate Course Staff-2) at BDF is a NPGS graduate and know exactly how to prepare the student and packet. One addition requirement is the TOFEL exam, which is a graduate level English exam which can be taken in the Bahrain University.

11. ACADEMY NOMINATION PROCEDURES. Each July/August/September you receive a message from each of the four military academies outlining the nomination procedures for the next academic year. For each academy there is a file (filed with that service's files). In that file is an example of the diplomatic note, which goes to the Ministry of Foreign Affairs (MoFA). This diplomatic note is also save on the Training Office computer. Once the Diplomatic note is sent to the MoFA, follow up with the BDF Training Directorate. You must get an early jump on this process if the GOB intends to nominate candidates for

¹ New ECL Material requisition is a pull not a push process

² ***Only perform the destruction after receive of new ECL testing materials. ***

the service academies.³ Ensure all students meet SAT standards. It causes more problems than it's worth if you have a student flunk out of an academy.

12. RECURRING SUSPENSES.

- ☐ USCENTCOM J5-E Monthly report.
- ☐ CRMIT Report
- ☐ Two-year Training Plan due in April
- ☐ IMET Budget for planning year and out years due in April.
- ☐ USCENTCOM SATPMR in Tampa, Florida in early May (TDY)

13. POSITIONS OF PROMINENCE. This report is maintained Two-year Training Report. As a minimum you will need to update this report in March for the SATPMR.

14. PROVOST MARSHALL AND FORCE PROTECTION. These are an additional duties of the Training Officer and will require you ensure new personnel are initially indoctrinated and receive annual refresher training. This entire process is covered in the Provost Marshall AT/FP Binder. OMC Bahrain is unique in that the USDR is COMNAVCENT and the OMC is a CINC non-component command that works directly for the Chief of Mission (COM). Because of this situation the RSO is the Force Protection representative for the Embassy and coordinates with the USDR vice the OMC. Your role is to ensure currently threat and force protection information is disseminated and AT personnel data, residential data, and training requirements are accurate.

There is an annual requirement to review the Provost Marshall Binder and Antiterrorism Plans and Records and conduct a Unit AT Self-Inspection. This inspection needs to be forwarded to CCJSD and NAVCENT FPO in June of each year.

Serious Incident Reporting (SIR) may be required if OMC personnel are involved or witness criminal activity, espionage, or counter intelligence. Full details on SIRs are in the Provost Marshall AT/FP Binder.

Lastly, it is important to ensure that Escort Officers are passing along to their visitors the most current security notices, threat information and Force Protection Status. This simply accomplished by printing and delivering upon arrival a copy of the most recent NAVCENT or RSO security notice.

15. SAFETY. This is an additional duty of the Training Officer and will require you ensure new personnel are initially indoctrinated and receive annual refresher training. Although this is an basically an administrative duty you will need to document and take action on any unsafe situations that exist in the OMC work spaces.

If OMC personnel are involved in an accident or are injured there is a Safety Mishap requirement to investigate and report those findings if they meet the criteria explained in the Safety Binder and the orders within.

Reminding people about basic safety with practices when using electricity, driving, or sporting in Bahrain helps to avoid taking unnecessary risks.

16. TRAINING RANGE REQUESTS. BDF have several small-arms live fire ranges, one drop zone (DZ Kathy), and MOUT Village they allow on-island U.S. forces to utilize at no cost.

Range request need to be submitted to the Training Officer at least four weeks in advance of the primary dates request with a full explanation of the type of training to be conducted, unit and personnel

³ Bahrain has had two student accepted to military academies. One was accepted into the AF academy, however he failed to make it through his 2nd year. Second student was accepted to the Naval Academy and is schedule to graduate in May of 2002.

description, type of weapons and ammunition being used, and contact information.

Range requests are generated by the OMC and sent to the Range Officer, BDF HQ Training Directorate for scheduling. BDF HQ will respond with an approval letter stating the range, date(s), and time(s) authorized with a BDF point of contact. This is then passed to the training unit for final coordination and execution.

U.S. Training units are at a minimum required to:

- ☐ Adhere to their parent unit's live-fire, drop zone, and training range regulations.
- ☐ Identify a Range Officer (RO) and a Range Safety Officer (RSO).
- ☐ Establish and maintain positive communication with their unit headquarters, BDF Range personnel, and OMC Training Officer.
- ☐ Ensure they have a dedicated safety vehicle and appropriate medical personnel (corpsman, medic, or equivalent) available on site during live fire and training evolutions.
- ☐ Ensure appropriate protective equipment and clothing are utilized.
- ☐ Ensure that the range or training area is left in better condition than when they arrived.
- ☐ Ensure that any schedule or training range conflicts are identified immediately to the OMC for resolution.
- ☐ Each unit is required to debrief with the OMC Training Officer.
- ☐ NO WEEKEND OR HOLIDAY RANGES

17. DISTINGUISHED VISITORS. Once the Deputy/Chief informs you that you are the Escort Officer for a distinguished visitor (DV), review the DV Visitor SOPs (18 and 19) and follow the examples of previous visits saved on the X:\OMC\Shared Drive\Visitors. In addition, look at a DV visit packet stored in the left-side safe. These will give you a good idea of all of the paperwork and coordination involved. Follow the examples on hand and coordinate closely with the BDF DMC and protocol office. They will assist you with transportation, hotel reservations, office calls etc.

There is a requirement to prepare:

- ☐ Itinerary
- ☐ Diplomatic Note
- ☐ Notify COM Secretary of the visitor and provide itinerary
- ☐ Letter of request to the BDF for support.
- ☐ Motorcade Diagram
- ☐ and dozens of other miscellaneous documents

18. SELF-INVITED VISIT. Every once in awhile, the BDF requests to send someone to a US installation to do some research or see some equipment that they are interested in. This is called a self-invite visit. On a Self-Invited Visit, the BDF pays transportation to get there and pays for hotel and meals. However, you still have to formally request from the Service Staff for permission to come. In the TRAINING subdirectory, there is a blank message format for a Self-Invited Visit, fill this out and forward as necessary. Once permission from the States is received, notify the BDF and conduct a pre-departure briefing for the visitor and forward their arrival info just like you do for students attending training.

19. EXERCISES.

19-1. THE EXERCISE PROGRAM. The USOMC role in exercise planning is to serve as a liaison between USCENCOM, the component commands, and the BDF. The key is to make sure that the right players on each side are available for critical planning sessions. In addition, the USOMC exercise officer should ensure that exercises are designed to incorporate USCINCENT goals for Bahrain. The primary player on the US side is the CCJ3 Exercises representative. The BDF POC is BG Abdul Latif Al Zayani, Assistant Chief of Staff for Operations; LtCol Mohammed Al Doseri, the Joint Exercise officer, is the action officer. All exercise files are stored in left safe or deputy's safe.

19-2. EXERCISE SCHEDULE. The master exercise schedule is produced each year by CCJ3E, based on input from the components and the BDF. The planning year exercise program (the next calendar year) should be developed in draft by CCJ3E and finalized NLT 30 September. Otherwise, it is very difficult to schedule exercises in the first quarter of the Bahrain year (Jan-Mar). A US-Bahrain exercise coordination meeting to refine and obtain formal BDF approval of the plan should be scheduled and held before 30 September. Once the schedule is set, send a message to CCJ3E confirming all exercise dates.

19-3. INITIAL PLANNING CONFERENCES (IPC). IPC's are required for each exercise. Prior to an IPC, the component command will normally have already read the previous exercise's lessons learned and developed a detailed Concept of Operations (CONOPS) and Sequence of Events (SOE), which the BDF will review. The IPC then puts both the component command and the BDF in a position to negotiate/refine the CONOPS and SOE, and develop a set of dates for other important events (subsequent planning conferences, etc.) prior to the exercise start date. The IPC should ideally be convened 3 months prior to the exercise start date. These conferences should be tracked on the Exercise Matrix. USOMC's job is to ensure that the IPC is scheduled, takes place, that the proper people on both sides are there and that any significant follow-up actions by both sides are taken (and the other side so informed--bear in mind that USOMC is the "middle man" in this regard).

19-4. PRE-DEPLOYMENT SITE SURVEY (PDSS). During SOCCENT and CENTAF exercises there is a need for a PDSS, which is used to survey the host nation facilities and refine the SOE/CONOPS. This team is usually comprised of 5-10 people and takes 2-4 days. These are normally done at a Mid Planning Conference (MPC).

19-5. Final Planning Conferences (FPC). FPC's when required, are usually coordinated for at the IPC.

19-6. PLANNING CONFERENCE REQUIREMENTS. For all of the planning conferences you will receive a message from the U.S host unit requesting dates/times. When you receive this message coordinate with BDF Operations and make sure the time is acceptable to the BDF. You also must send a letter to the BDF DMC requesting permission to conduct the exercise and planning conferences. Additionally, if other countries are involved ensure the BDF notifies them and coordinates their attendance. You should coordinate with the USLO/OMC in the participating countries and have them query their counterparts to see if the invite has been extended.

19-7. MISCELLANEOUS EXERCISE INFO. During the exercise, USOMC plays a minor role. Be sure to attend (and get the bosses/Ambassador/DCM) invited to any VIP receptions. Also plan to attend demonstrations, which tend to be near the end of the exercise week.

After end-ex, USOMC ensures that all after action reports and lessons learned briefs are exchanged with the BDF and all financial obligations for reimbursement are promptly processed and paid, and that lessons learned are incorporated into the next exercise plan.